

A
**SOUVENIR OF
 EATON'S
 GOLDEN
 JUBILEE**
 1869-1919



THE T. EATON CO. LIMITED
 TORONTO AND WINNIPEG

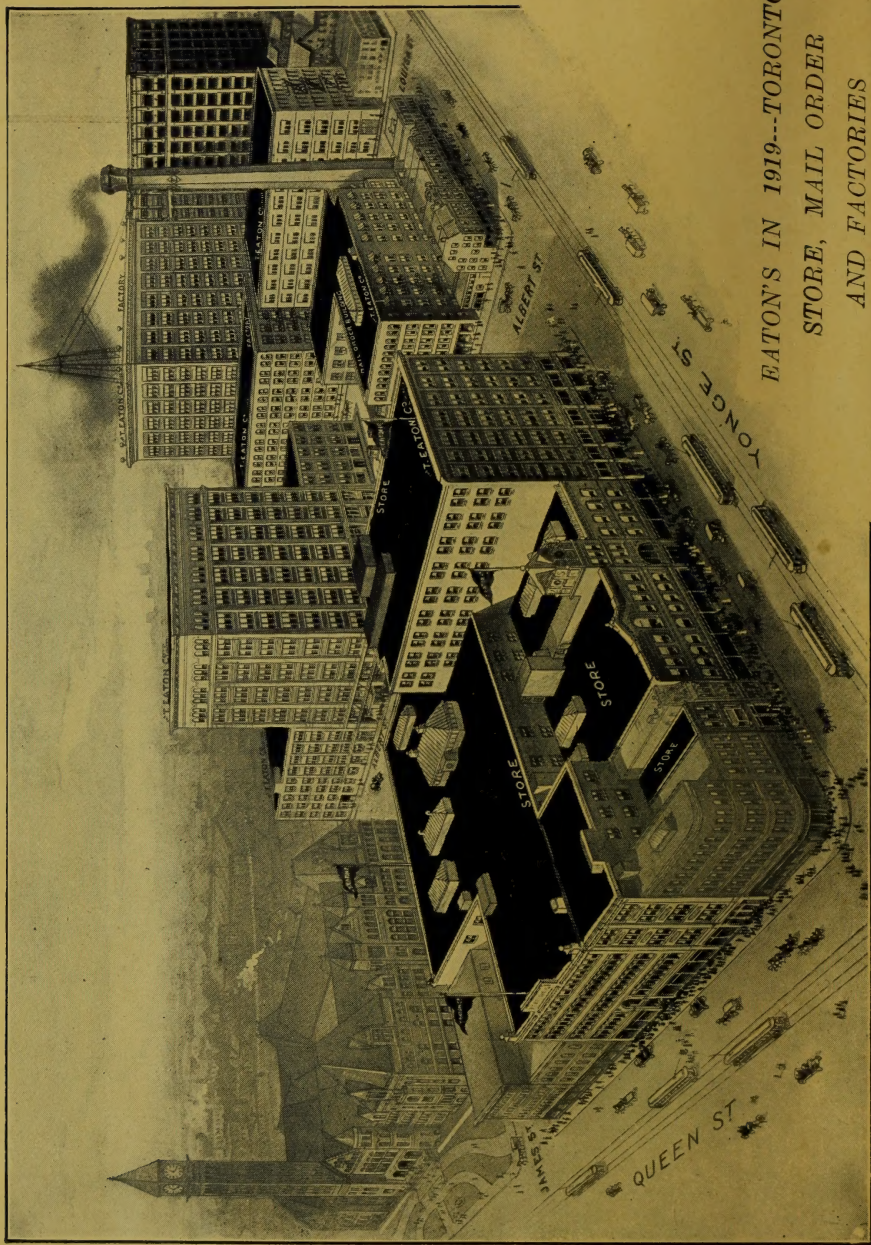
The EDITH and LORNE PIERCE
COLLECTION *of* CANADIANA



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EATON'S IN 1919---TORONTO
STORE, MAIL ORDER
AND FACTORIES



CONCERNING THE EATON MAIL ORDER.

EDWARD BELLAMY, in his famous dream of a Utopia that flourished in the year 2000, has much to say about buying and selling. Readers of "Looking Backward" get a vivid picture of the ideal store in which no one is influenced to purchase through the persuasions of a salesman, but, supplied with printed information concerning the various merchandise set forth on the counters, is left with a free mind to make his decision. As the dreamer describes it: "I saw that there was fastened to each sample a card containing in succinct form a complete statement of the make and materials of the goods and all its qualities, as well as price, leaving no point to hang a question on."

When Bellamy wrote his book in 1887, the mail order method of buying and selling was in its infancy. Had he lived until 1919 and caught a glimpse of the hundreds of thousands of Canadian households selecting their clothing, their furniture, their furnishings, their groceries, their drugs, and their children's toys from

“complete statements” of quality, price, etc., printed in the Eaton Catalogue he might not have deemed so great the contrast between shopping in the present age, and in his dream days of the year 2000.

Indeed, the Bellamy plan falls considerably short of the Eaton way of doing business. The ideal merchandizing of “Looking Backward” hints at no such boon for the customer as the privilege of exchanging any purchase which does not prove satisfactory, or if preferred, of having the money refunded. Nor is it suggested that mercantile fairness of treatment should ever rise to the point of the Eaton method of paying shipping charges both ways on returned goods.

Far it passes the flimsy frame-work of a dream—this institution of the Eaton Mail Order. It embraces all Canada in its service. Out from the buildings on Louisa street pours the daily stream of packages for the fishing villages on the coast of Labrador, for the farm lands along the St. Lawrence, for the rugged places adjoining Manitoba, for the mining towns in the primeval North, and for the cities and countryside that fill the vast stretches between. And where Toronto’s distribution ends, that of Winnipeg begins. The Eaton Mail Order there, with its supplementary warehouses at Saskatoon and Regina, deals with the needs of the great West. A third Mail Order has been opened this year at Moncton, thus giving the Maritime Provinces a special service of their own.

Public speakers more than once have declared that the Eaton Catalogue is one of the big factors in the Canadianizing of the foreign settler. In the study of its pages he is helped on his way to familiarity with the language, the dress, and all the home-making appurtenances of the country of his adoption.



THE MAIL ORDER BUILDING, TORONTO

This is on the north side of Louisa Street. The Mail Order is also in possession of space in the Eaton building on Albert Street where out-of-town customers may view samples of everything illustrated in the Catalogue—a very popular resort for visitors.

“But what like is the Mail Order?” does somebody ask. “What kind of a wonderful place is this from which our orders from Eaton Catalogues are filled?”

Were one limited to two words to describe the “wonderful place,” those two words would be “perpetual motion.” From the time your order arrives in the form of written instructions until the time it leaves the precincts of the Mail Order in the guise of a gown, a dining-room table, a pair of boots, a baby carriage, or a bundle of mercantile odds and ends, it’s on the move—impelled by one unswerving purpose, namely, that it be speeding on the way to its destination within twenty-four hours from the moment your letter comes tumbling out of the mail bag. Wish you could see the machine slicing the end off the envelope, see the correspondence drawn out, passed along the endless chain of people who read it, record it, stencil labels with the address, stamp on shipping directions, copy out the various items of merchandise wanted, and finally send them off hither and thither to the various M. O. departments to be filled! Then what a sight are the great revolving belts carrying along to the shipping room the floods of packages—to be assembled in the ultimate one or two big packages which the postman or expressman delivers at your door. Even furniture travels from department to shipping room by means of these swift running belts. And amusing it is to catch a glimpse of a big, unwieldy bureau or a stolid-looking sofa spinning along like some queer, bewitched bit of furniture in a child’s story book.

But the pervading spirit of Speed has a companion spirit—Satisfaction. The things that are done in the Eaton Mail Order to assure satisfaction are beyond count. There is that bulwark of Satisfaction, the Exchange Office, the medium through which any



READING CUSTOMERS' LETTERS IN THE MAIL ORDER

A corner of the Clerical Department where the various items on the orders are classified according to the departments in which they must be filled.

purchase, from a spool of thread to a refrigerator, if it does not suit your needs, may be exchanged for another spool, another refrigerator, or for anything else of the same price in the Store—or if preferred, the money refunded.

And the Research Bureau—what a significant part it plays in the big enterprise of giving Satisfaction. To get a true vision of the Mail Order, you must include the Laboratories with their scientific array of crucibles, beakers, mortars, flash points and other mysterious apparatus that test materials, dyes and metals and that analyse foods and drugs. In its relation to the Mail Order, all the efforts of the Bureau are directed to the one final goal, namely, that what a customer may buy is precisely what the Catalogue represents it to be. For example: "Wool," in the Eaton

vocabulary, means "all wool." If the material does not come up to this standard you can depend upon it being correctly described. Pint and quart tins or bottles of polish, paint, etc., are never so designated unless containing the full number of Imperial ounces. Furs are indicated by their actual names: Hudson seal as "dyed muskrat," Alaska sable as "skunk," etc., etc. The chemists and other qualified people on the staff of the Research Bureau devote their time to the ascertaining of such facts—to ensure without shadow of doubt, the reliability of Eaton merchandise and Eaton advertising.

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But this is not all that makes the magic of the Mail Order. There is the interesting atmosphere of the Studio whence come the drawings that illustrate the Catalogue—there are more than eight thousand illustrations in the last issue—and of the Advertising Department where the writers pen the descriptions of the merchandise listed on its pages. There is the Printing Department with its great presses looming up, mighty and massive, almost, as so many warships; its typesetting machines, binderies, and gigantic rolls of paper.

And possibly most significant of all contributing features—the encircling pile of Factories which in their bounty and excellence in production constitute an unfailing and economic source of supply for Mail Order stocks. "Right Goods at Right Prices," was one of Mr. Timothy Eaton's favorite slogans. And well is it exemplified in the merchandise manufactured in Eaton Factories for the benefit of Eaton customers—goods well made and intermediate profits minimized. Of Eaton-made garments it may in truth be claimed "From maker to wearer." With the signal price advantages accruing from the purchase of materials in immense quantities,



DRAWINGS FOR THE CATALOGUE

A glimpse of the artists at work in the Mail Order Studio.

and with every modern manufacturing facility for the obtaining of excellence in workmanship, the special value represented by the Eaton-made article is readily apparent. With designers in close and constant touch with the world's fashion centres there is assured variety and good style in exceptional measure.

Nor should there be overlooked those strongholds beyond Toronto—the Eaton Buying Offices in London, Paris, Manchester, Leicester, Belfast, New York, and Yokohama and Kobe in Japan. For they mean much to the Mail Order where imported merchandise is concerned—in procuring it advantageously and in speeding it on its journey thither to Canada.

Does it ever occur to you as you sit comfortably at your own fireside turning over the pages of the Catalogue that people in all corners of the earth have had their

hand in the making of the familiar volume? It was a woman away off in her queer little house near Yokohama, who embroidered that kimono—an almond-eyed, dark-haired woman squatting on the floor with her feet tucked under her. A girl in a cottage in Ireland worked the initial on that handkerchief described on another page. It was Englishmen—returned soldiers, most of them, probably—who made that dinner set, brought out from the potteries of Staffordshire. And more likely than not sturdy Jocks who fought in France had something to do with the weaving of those table cloths from the Scotch linen mills. Do you realize that at the present moment Eaton buyers are going hither and thither in different parts of the world, in France, Switzerland, Italy, the British Isles, United States, the Orient, gathering together for the Store and Mail Order the silks, velvets, laces, ribbons, gowns, hats, lingerie, toys, chinaware, glass, etc., etc., which are produced in the factories, mills, workshops and homes of these distant places—to meet the various needs of you, Madam Customer, and your household?

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A man once wrote, asking the Mail Order to supply him with a wife. He was much taken with the girls who were pictured in the illustrations in the Catalogue. There is on file more than one letter from children, requesting baby brothers and baby sisters. It is a very human place after all. Out in the little shack on the Western prairies, or in the comfortable farm house in Ontario, whether there be a dearth or a surfeit of reading matter, the Eaton Catalogue is always to be found on the shelf or table where the most-read books are kept.

TIMOTHY EATON

Founder of the Business.

IN this year of the Store's Jubilee, thoughts hark back to the man who founded the business, whose wide vision, indomitable courage, and genius for initiative are responsible for the widespread activities of The T. Eaton Company of to-day.

Timothy Eaton came to Canada from the north of Ireland—from the townland of Clogher, in the County of Antrim. He was born there in 1834, on the farm which the Eaton family had owned and tilled for several generations. During his youth the potato famine was a memorable event, creating a period of distress in the much-troubled Isle, when the most prosperous of land holders suffered privation and even loss. The lad early became acquainted with the meaning of adversity. Leaving school at the age of fifteen or sixteen, he was apprenticed to a draper in the nearby town of Portglenone—whose wife was a relative of his mother's—with whom he served for five years. Here he received more than a training in the buying and selling of merchandise. He became rich in the personal qualities of endurance and perseverance. His daily hours of work extended from 7 a.m. to 10 p.m. On Saturdays, market days, they began at 5 a.m. and continued until midnight.

He was a healthy, vigorous boy, who loved the out-of-doors and all the fun of normal boyhood. There developed within him an abiding conviction that every worker should be afforded a certain measure of time for rest and recreation. Out of personal experience of a youth which was all work and no play there was born that zeal for



THE OLD HOME OF THE EATONS, NEAR BALLYMENA, IRELAND
The birthplace of Timothy Eaton. It is situated in the townland of Clogher, County of Antrim, on land owned and tilled by the Eaton family for several generations.

shortening the hours of labor which in its mighty accomplishment in later years has placed the name of Timothy Eaton among the foremost of industrial reformers.

Two older brothers having previously settled in Canada, Mr. Eaton followed their example in 1857, and set up store-keeping in the little market town of St. Mary's, near London, Ontario. But he was not satisfied with doing business under the old barter and credit method which prevailed in such places two generations ago. The majority of his customers being farmers, their purchasing was done "on trade." They paid for groceries, boots, and other commodities in butter, eggs,



MAIL ORDER BUYERS SELECTING GOWNS FOR THE CATALOGUE

A scene in one of the Eaton Factory Showrooms, where the new models are displayed by Mannequins.

potatoes, etc. When such produce was not available, even this form of payment was deferred until a more plentiful season. Involving large expenditures and small returns in ready money, this established way of doing business meant a heavy strain on Mr. Eaton's financial resources. He had long dreamed of merchandising of a wider and more straightforward sort. He looked to the city, where people were in receipt of regular incomes, where it would be possible to sell for cash, and, having cash, to work out plans for expansion. He finally sold his share in the store in St. Mary's and moved to Toronto. On December 8th, 1869, the little 24 by 60 foot shop at the south-west corner of Queen and Yonge was opened, and there began the business which has grown into Eaton's of to-day.

Cash and One Price Only. Goods Satisfactory or Money Refunded. No One is Importuned to Buy. These were unique principles according to the standards of store-keeping fifty years ago. When advertisements stated that such would obtain in T. Eaton & Co., the announcement was regarded with wonder and doubt. It was the common rule that a merchant should mark his merchandise, irrespective of cost, at the highest figure he felt he could obtain for it, "bringing it down" as he saw fit; that a customer should "dicker" over what he should pay for it, and, when the amount was settled upon, to "charge" it for payment at a future date; that if a purchase proved unsuitable or unsatisfactory, only under rare circumstances was redress or exchange possible; and, finally, that anyone who set foot within a store should be "pestered" to purchase. These were the accepted conditions under which men and women did their shopping in those remote days.

Toronto in '69 was a conservative young city of less than fifty thousand population. Things moved quietly and slowly. There were no automobiles, no electricity, no typewriters, few furnaces, no passenger elevators, and no telegraph service outside of Ontario. There was but one line of street cars—drawn by horses at the proverbial jog-trot—running from the Market on King street east, up Yonge street to Bloor street. Innovations of any kind were accepted with reserve. The startling reforms at the new store were viewed as something too good to be true. Mr. Eaton was hailed as a dreamer, and failure was predicted for his odd policy.

But customers soon realized that to shop at T. Eaton & Company was to reap unmistakable benefits. Prices were notably low, and marked in plain figures on each item of merchandise. If a purchase proved in any respect unsatisfactory it would be cheerfully exchanged, or, if



NEW MAIL ORDER BUILDING AT MONCTON, N.B.

*Opened this year for the benefit of customers in the Maritime Provinces—
to overcome the delay in the transportation of merchandise
from Toronto.*

preferred, the money would be refunded. Furthermore, no pressure was brought to bear upon a customer to induce her to buy against her own inclination. "A child may safely shop here," was one of the early claims of the Store. Moreover, between 1869 and 1874 the population of Toronto jumped from 49,000 to 69,000: 20,000 people added to the little community in five years.

Thus, despite slender means and unpropitious beginnings, the new enterprise gained a foothold, maintained its own, and finally establishing itself in the confidence of the public, passed from an innovation to an institution in the mercantile life of the city. The dreams of the young merchant of St. Mary's were on the way to being fulfilled.

By 1876 the store was extended 40 feet at the rear, and to the stock of dress goods, silks, laces, gloves,

hosiery and notions were added carpets and blankets. By 1880 larger quarters became necessary, and in 1883 T. Eaton & Company moved to the block farther north on the same side of Yonge street—to number 190, the site of the south section of the present Store. With its handsome plate glass windows, its great light well, and its little gilt finished passenger elevator, the new building was popularly regarded at that time as something very fine in store premises. It was the starting point from which has expanded The T. Eaton Co. of to-day. Perhaps you come often to Toronto and know it well. If not, visualise it, if you can:—

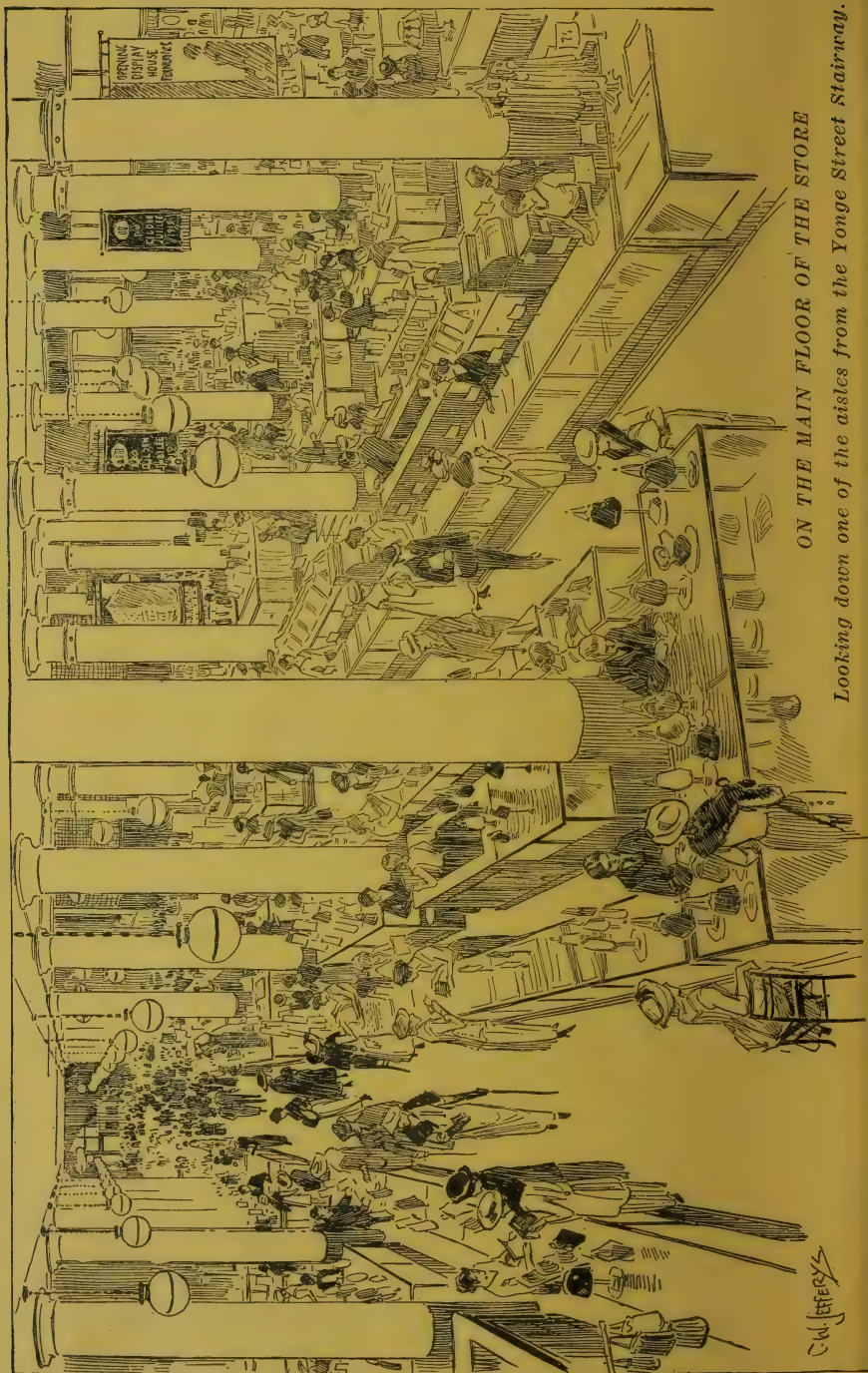
A place occupying all but a few slices of a city block, most of it five stories high, some of it eight. Entrances on four streets—three on Yonge street, two on Queen street, two on James street, and one on Albert street—admitting, at the opening of the doors at eight-thirty in the morning, from three hundred to three thousand customers, elevators and escalators carrying them hither and thither to different points on the far-flung floors. A vast storehouse of things pertaining to the clothing, housing and feeding of the community, to its occupations, diversions, and various trends of taste. Long stretches of space assigned to the wants of the little tots—everything requisite for the nursery, the school room, and the indoor or outdoor place of play. Whole departments featuring respectively youths' and misses' garments. Others devoted solely to the sundry details of women's attire, gowns, cloaks, suits, blouses and skirts. Others given over in wide extent each to handkerchiefs, perfumes, veils, neckwear, laces and embroideries, millinery, footwear, hosiery, underclothing, gloves, ribbons, buttons, "notions," and fabrics of every usual kind—cloth, silk, velvet, crepe and diaphanous tissues. Others again to the needs of men—clothing, headwear and



REVOLVING BELTS CONVEYING PACKAGES TO SHIPPING ROOM

As various items of an order are filled in different Mail Order departments, the parcels are sent on the fast-revolving belts to the Shipping Room where they are assembled in the big final packages.

“furnishings.” Still others set apart for the showing and selling of jewelry, umbrellas, pocketbooks, shopping bags and travelling paraphernalia. Broader areas occupied by such things as make for the comfort, charm and convenience of the modern dwelling—floor coverings, wall coverings, draperies, linens, china, glass and lamps. Other sections committed to the full equipment of the housewife—to the supplying of cooking utensils, laundry apparatus, cleaning facilities, meat, fish, fruit, groceries and dairy produce. A section for drugs—the filling of prescriptions by qualified chemists—toilet preparations and cameras. Space set aside for the sportsman—for his many and diverse demands, from fishing tackle and motor boats to golf balls, and automobile sundries; for the agriculturist—for the engines, the cream separators, the chicken coops, the wagons and the myriad of



ON THE MAIN FLOOR OF THE STORE

Looking down one of the aisles from the Yonge Street Stairway.

other appurtenances that make for up-to-date farming. And still other sections maintained for the satisfaction of the intellectual and artistic—with books, musical instruments, pictures, flowers and plants as their stock-in-trade. A studio for the taking of photographs. A rest room and writing room. A place to check your parcels and wraps. A Cafeteria and a Grill Room for breakfast, lunch and afternoon tea. A vast emporium fulfilling the desire of its creator: “The Greatest Good to the Greatest Number”; pursuing the policy he formulated, “A Square Deal to Everybody”—the people we sell to, the people we buy from, and the people who work for us; drawing strength and sustenance from its own Factories at home, and its own buying organization at the great markets abroad, and projecting its activities into other parts of the Dominion through its Mail Order here, and its auxiliary Store and Mail Order at Winnipeg. Eaton’s of the Jubilee Year of 1919!

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The Eaton telephone service in Toronto includes a Bell Telephone private branch exchange with 120 central lines connecting departments, 132 direct lines to departments, and a local system of 600 lines operating between departments of the Store, Mail Order and Factories. To give an idea of the extent to which Madam Toronto utilizes the telephone to do her household ordering, 32 operators are kept busy all day with the taking of orders for groceries alone.

A fleet of 66 motor trucks of 1-3 to 11½ tons capacity, and 8 trucks of 5 and 6 tons capacity, is maintained for delivery and cartage purposes. Some of them carry Store and Mail Order parcels to the Union Station, others of the larger sort are used for city transportation of furniture, stoves, and similarly heavy purchases. Others

are employed for the general suburban delivery and others for the transfer of merchandise from freight sheds to Store.

For City Delivery the equipment consists of 310 horses and 200 wagons. Depots are established in various districts of the city, and to these the Store parcels are rushed by motor trucks. After being sorted, they are placed on the wagons for distribution. By this means much time is economized and the horses are saved the long trips back and forth to the Store. The horses are stabled at the Depots—the stalls in some cases being on the second floor. Can you see the animals making their way upstairs to bed—ambling up the long runway?

Eaton employees in Toronto—Store, Factories and Mail Order—number over 16,000. In the early days of the business Mr. Eaton knew his employees personally, extending his sympathy and help in any time of sickness or trouble, and planning for recreation and enjoyment after hours. What Mr. Eaton did then, the Eaton Welfare Organization exists for the purpose of doing now. It includes among its advantages the Eaton Women's Club, with fine club premises equipped with gymnasium, library and spacious sitting rooms; the Eaton Boys' Club with its summer camps at Victoria Park; an X-ray and dental clinic; and a staff of qualified nurses for visiting employees who are ill. In order that every employe will come under the direct and constant touch of the organization, there are 370 Welfare Secretaries—one in each department—who report at once to the Welfare Head when any one among their fellow members of the staff is ill or in need of advice or of practical assistance.

THE CELEBRATION OF THE JUBILEE

HAD Timothy Eaton lived to see the Golden Jubilee of his Store he would have rejoiced as a farmer rejoices in fair weather and a good harvest. There would have been no pride in personal achievement—only satisfaction in beholding the reward of his labors and the fulfilment of his hopes. He would have been loth to ascribe any credit to his own great genius for doing things in a bigger and better way than they had been done before. He would more likely have talked of how Canada has pushed ahead in the past fifty years, and of the amazing improvements which have been brought about in machinery and household utilities during the half century between 1869 and 1919.

One can imagine his enjoyment of the Demonstration of Old-time Methods which was the February feature in the Store's celebration of Jubilee Year. At the sight of the coal oil lamps what recollections would come to his mind of the smoking and smelling and general inconvenience of this manner of lighting in the little shop at Yonge and Queen streets, where the Eaton business began! The wide-skirted costumes of the women who sat at the pillows making lace, and those who stood at the wooden frames making patch-work quilts—what stories might they not have inspired, regarding the selling of wire hoops way back in the early seventies—of the disconcerting habit they had, for instance, of suddenly exercising their powers of extension and bursting forth through the paper that wrapped them, ready for delivery. We can see him linger at the exhibit of the old-time farm yard. He knew all about flails and cradles, grinding stones and buckboards. He had been born and brought up on a farm. No farmer among the spectators would have better

A NEW YEAR AND A NEW ERA

In December, 1869, on the south-west corner of Yonge and Queen Streets, my father laid the foundation of this business, therefore the year 1919 will be

THE STORE'S GOLDEN JUBILEE ANNIVERSARY

In 50 years there have been great changes in Store-keeping.

Fifty years ago the custom was no fixed prices, no return of purchases and no redress in case of error. Sometimes one was even pestered to buy. Shopping was no child's play. It was a match of wits, so it was usually done only by the Head of the Home.

In contrast to-day even a child may do the purchasing either in person, by Mail Order or Telephone, without any thought of being imposed upon.

This tremendous change though looked upon as modern is not a modern idea in this Store. It is the result of adhering to the principles laid down by my father fifty years ago. *His first advertisement announced what was then a startling innovation: "We propose to sell our goods for Cash Only; in selling goods to have only One Price."*

Then came his daring guarantee: "*Goods satisfactory or money refunded.*" And with these came the welcome message that "*No one is to be importuned to buy.*" All this soon developed a new spirit of helpfulness and mutual confidence; and shopping became a pleasant pastime, instead of a disagreeable necessity.

Nor was the Public alone considered. It was the custom for people to leave some shopping until Saturday night, and so it was not uncommon to keep stores open until midnight on Saturdays.

My father had experienced in his apprenticeship days the hardship of the last day in the week being the longest. It was therefore a great thing for the staff when he abolished Saturday night shopping by closing every Saturday at six o'clock even during the Christmas season.

But what a boon it was when during the hot summer months the store began to open on Saturdays! On that occasion I remember him saying to me "It will not be in my day, but I hope you will live to see the Store closed all day Saturday. The week's work will be done between Monday morning and Friday evening. Saturday will be a day for play. Sunday will be a day for rest and worship, and people will return to work on Monday morning refreshed in body and in spirit."

On this our Year of Jubilee can any more fitting tribute be paid the memory of the Founder than by making another great stride towards the realization of his dream?

With this intent, the Store will close at one o'clock on Saturdays throughout the year, except during July and August, when the Store and Factories will remain closed all day Saturday.

Such a shortening of the hours for week-end shopping would increase the already heavy pressure on Fridays. **Therefore, instead of on Friday, we shall make THURSDAY JUBILEE BARGAIN DAY.**

By such means we hope to make the daily task a little easier for our large and loyal staff, and to give still better service to you, the Canadian Buying Public, who have, by your support, helped us to make this a Store that now ranks among the greatest in the world. Our Jubilee Motto will be: "*Better Service.*"

On the first morning that the Store was opened in 1869 it was probably my father himself who unlocked the door. On the first morning of our Golden Jubilee Year the door of 190 Yonge Street is going to be opened by one who keeps his memory ever green. **My mother has graciously consented to unlock the door with a Golden Key on the morning of Thursday, January Second, at 8.30 a.m.**

Our Jubilee Year is happily also the first year of Peace. May the New Year be for one and all the beginning of a New Era of the best kind of progress--an Era of Service based on mutual Good-will.

Wm. L. Bayly
President

